

Office for Employee & Organizational Development **Workshop Catalog**

In an effort to continue to meet your needs, this catalog is being provided. Included in the catalog is a description of each workshop, the benefits you will receive from taking the workshop, registration procedures and additional workshop information like confirmations, cancellations, etc.

More workshop information is provided on OEOD's web site at <http://personnel.ky.gov/oeod/>. There you will find additional resources and competencies that relate to the workshops, quarterly schedules outlining when each workshop will be provided, and other information pertinent to the mission of OEOD.

Please make as many copies of this catalog as you need. It's here for your use.

Workshop Registration

2004 CMF/CPM CANDIDATES will be pre-enrolled in workshops by OGT. You will receive that schedule in the mail or when you attend orientation.

PARTICIPANTS NOT IN CMF/CPM

You need to contact your agency liaison to register for a workshop. If you do not know your liaison's name, check the OEOD web site at <http://personnel.ky.gov/oeod/register/liaisons.htm>.

The liaison will give you information about workshops and explain registration procedures. You may find the workshop schedule on the OEOD web site under Workshop Information.

If you cannot locate an appropriate liaison for your agency, contact OEOD and we will provide the assistance you need.

Additional Workshop Information

CONFIRMATIONS

All participants, including CMF/CPM candidates, receive confirmation of scheduled workshops by e-mail or fax, if possible, or by regular mail. Mark your calendar and notify your supervisor of the scheduled date.

CANCELLATION

It is important for all participants to notify OEOD at (502) 564-8170 as soon as possible if you are unable to attend a scheduled workshop. Early cancellation permits someone on the wait list the opportunity to attend in your place.

When you, including CMF/CPM candidates, cancel a workshop, you must contact your agency liaison to be placed on a wait list.

LATE NOTIFICATION

When a cancellation occurs, OEOD makes every effort to fill that vacancy. You may receive a letter or a telephone call offering you the opportunity to attend on short notice. In that event, it is especially important that you confirm or cancel quickly.

WAIT LISTS

Wait lists are created when CMF/CPM candidates cancel a prescheduled workshop or when a participant, not in CMF/CPM, requests a workshop for which there is no opening. If additional workshops are needed, one is created (if at all possible) during that same month or quarter, and people on the wait list are notified of the extra workshop date. You need to understand, however, that OEOD deletes wait lists at the end of the quarter, so you must reapply for the workshop the following quarter. You are responsible for rescheduling any workshop you canceled.

TRAINING LOCATIONS

Training conducted in Frankfort is usually held in the Julian Carroll Academic Services Building on the campus of Kentucky State University. Workshops are also conducted at state parks, universities, and other facilities in an effort to meet the needs of employees throughout the state. In Louisville, the Corrections Training Center (312 Whittington Parkway) is usually used. The letter you receive notifies you of the location of the workshop.

COSTS

In keeping with KRS 164.357, organizational units share the cost of training at OGT on a pro-rata basis. A formula is used for each biennial budget cycle that determines the amount each agency pays. This is built into the budget of each agency in the Executive Cabinet and other state agencies that choose to participate on a pro-rata basis. If employees from any other state government agency, or any agency of a county, city or other political subdivision take classes at OEOD, the agency reimburses the state at a predetermined rate per day per employee.

CONTACT HOURS

OEOD awards contact hours for each of its workshops. The number of contact hours is included on the certificate received upon completion of the workshop. This catalog and the web site provide the contact hours for each workshop.

INCLEMENT WEATHER POLICY

OEOD classes will routinely be held as normal. Participants should use their discretion in attending. If a participant chooses not to attend, due to the inclement weather, OEOD will make every effort to assist in enrolling you in another workshop. Participants may reschedule by contacting their liaison, however enrollment will be based on availability. If you have any questions, please contact OEOD at (502) 564-8170.

Assessing Organizational Performance

The goal of this workshop is for participants to be able to measure the performance of their units, programs, and services in order to continuously improve their organization.

YOUR BENEFITS

You will be able to:

- Describe the organization performance sequence chart
- Identify four types of performance indicators and two types of performance data
- Define the criteria for an effective performance measurement system
- Create an outcome sequence chart that illustrates the relationship among outputs, intermediate and end outcomes and the performance indicators for each
- Describe the major uses of organization performance information

WORKSHOP TOPICS:

Evolution of improvement

Reactive vs. proactive improvement

Seven steps and the basic tools

Listening to the customer

Using language as data

TARGET AUDIENCE: Managers/supervisors, especially those involved in reorganization.

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement (Dynamics of Strategic Planning is a prerequisite to this class.)

Capstone Project

Capstone is the final workshop in the Kentucky Certified Public Manager's program. The candidates work in teams, with a sponsor, to do limited research for agencies. The project can deal with issues, policies, or current operational processes. Projects with potential impact across multiple state agencies is desirable. There are four capstone seminars a year. (February/March; May/June; August/September; and November/December)

PROJECT SCOPE:

- It can be a problem, a need, or an opportunity
- Requires some research
- Defined parameter
- Have well defined expectation
- Should link to the vision, mission, or goals of the agency
- Can be finished in a four/five week time frame
- Has a sponsor for the team to contact
- Can be benchmarked to other data or states

SPONSOR'S ROLE:

- Knowledge of the direction of the project
- Available to meet with the group day 1 of the Capstone, and answer questions throughout the process
- Have either complete authority for the project or the access to the champion
- Pre-meet with OGT consultant
- Available for the presentation of the second day of the Capstone

TARGET AUDIENCE: Only people who have completed the KCPM curriculum

PROGRAM LENGTH: 2 days of workshop, but requires 25 or more hours working with a team to complete the project

CONTACT HOURS: 13.00

CPM: Final Requirement

Conducting Effective Meetings

Most meetings occur too often, last too long, and accomplish too little. Whether you attend meetings as a participant or a leader, you are investing your time, presence, preparation, and concentration. Knowing how to save time, effort, and money for your agency by having fewer, shorter, and better meetings are definitely to your career advantage.

YOUR BENEFITS

You will be able to:

- Identify meeting tasks
- Contribute to success of meetings
- Participate in activities which may be applied to future meetings

WORKSHOP TOPICS:

Reasons for having meetings

Meeting agendas

Ground rules

The purpose and format of the agenda

Roles and responsibilities of participants/planners

Meeting evaluations

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1/2 day

CONTACT HOURS: 3.5 hours

CMF: Requirement

Customer Service

Have you ever vowed never to use a product or service again because of poor customer service? Put yourself in the customer's (taxpayer's) shoes and evaluate the service your agency provides. Would you be happy with it? What kind of "report card" would you receive for your services? Can you identify your customer? This workshop helps you and your agency identify ways to improve customer service while increasing effectiveness.

YOUR BENEFITS

You will be able to:

- Recognize quality customer service
- Identify customers' needs
- Understand your attitude toward customers

WORKSHOP TOPICS:

Explore your attitude toward customers

Build goodwill and trust with your customers

Handle complaints and angry customers

Develop effective telephone skills

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

Elective

Dynamics of Strategic Planning

Effective strategic planning can improve the chances for progress and success for an organization. It is a disciplined process that involves a team of people representing the total organization in making fundamental decisions about the future of the organization. The process helps you manage change, focus on the future, and achieve long-term, sustainable results. The goal of this workshop is to increase awareness of the value of strategic planning and to be better prepared to effectively contribute to agency and unit strategic planning efforts.

YOUR BENEFITS

You will be able to:

- Understand and define the components of the Kentucky Strategic Planning Model
- Recognize and apply three types of performance indicators
- Develop unit-level mission, goals, objective, strategies, and action plans
- Develop unit-level performance indicators

WORKSHOP TOPICS:

Overview of strategic planning

Kentucky Strategic Planning Model

Identify core values

Validate the mission

Conduct a situational analysis

Understand goals, objectives, performance indicators, strategies and action plans

Keys to successful implementation

TARGET AUDIENCE: Managers and supervisors

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement (This class is a prerequisite to Assessing Organizational Performance)

Effective Presentation Skills

Do you feel confident when you make oral presentations? Many people do not. This workshop helps to develop the poise, confidence, and ability for speaking more effectively. This workshop takes you through the preparation, rehearsal, and delivery of a public presentation. You practice speaking techniques in a non-threatening atmosphere of mutual learning. The "do's and don'ts" of humor are introduced. You learn how to organize ideas, improve your delivery skills through a variety of presentations and feedback, and develop supporting materials to enhance your presentation. You review selected video presentations. You need to bring blank videotape if you would like a copy of your presentation

YOUR BENEFITS

You will be able to:

- Overcome stage fright and negative stress
- Introduce a speaker effectively
- Organize, write, and deliver a presentation with greater clarity and purpose
- Use visual aids and appropriate humor to enhance your presentations

WORKSHOP TOPICS:

Tips for coping with stage fright

Putting ideas together

Persuasive speaking tips

Delivering two speeches

TARGET AUDIENCE: All employees, especially those who make speeches regularly.

PROGRAM LENGTH: 2 days, except for CPM

CONTACT HOURS: 13.00

Effective Work Relationships 1 – Positive Outcomes

Learning to do our job is the hardest thing we have to do at work, right? Wrong! Working effectively with our co-workers can actually be one of the most difficult things we face at work. Sometimes work relationships seem to be stress free, and other times can seem to be an insurmountable challenge.

This workshop builds on the foundation of Understanding Behavioral Styles (a prerequisite to this workshop). You will learn how to foster effective work relationships, or relationships to accomplish tasks and goals. While this is vital for all employees, it is particularly important for managers to accomplish organizations goals with and through their employees.

NOTE: Bring a copy of your Personal Profile System booklet from Understanding Behavioral Styles.

YOUR BENEFITS

You will be able to:

- Describe the connection between self-control; personal responsibility and choices; and good work relationships
- Use information from the Personal Profile System to be in 'positive control' of relationships through self-control and adapting your behaviors to work more effectively with others
- Effectively select appropriate communication techniques to foster positive work relationships

WORKSHOP TOPICS:

Using the personal profile system to adapt behavior
Choosing specific communication tools
Use nonverbal communication to build rapport

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CMF: Requirement Understanding Behavioral Styles is a prerequisite to this workshop. (Test Required)

Effective Work Relationships 2 – Managing Challenges

This workshop builds upon Understanding Behavioral Styles and Effective Working Relationships 1: Positive Outcomes. In a perfect world, everyone would understand their own behaviors and temporarily flex to each other to cooperate at all times. But we live in the real world, where behaviors are sometimes difficult or in conflict with each other. By learning how to recognize these behaviors and how to manage our reactions to them, we can use difficult situations as opportunities for positive growth and change.

YOUR BENEFITS

You will be able to:

- Recognize your own emotional triggers
- Identify 6 difficult behaviors and develop coping techniques for each
- Assess your own conflict style
- Manage conflict effectively

WORKSHOP TOPICS

Managing self – awareness, regulate, motivate, empathy, effective relations

Managing difficult behaviors of others – based on the work of Dr. Robert Bramson

Styles of conflict management – self assessment using Thomas-Kilman Inventory

Fostering positive conflict for growth and change

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CMF: Requirement - EWR1 is a prerequisite

Executive Branch Ethics

This workshop is for all executive branch employees. Employees participate in advisory opinion activities in order to learn the "ethical" definition of what is legal and what is not.

YOUR BENEFITS

You will understand:

- How to recognize conflict of interest
- What to do and not do
- About employment after leaving state government

WORKSHOP TOPICS:

Background

Requirements of the code

Investigations

Penalties

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1/2 day

CONTACT HOURS: 3.50

Facilitation Skills

The workshop is designed for individuals with limited or no experience in facilitating groups. Persons who regularly facilitate groups may also find additional techniques to add to their facilitator's toolbox. You learn about tools to help teams, groups, and meeting leaders organize thoughts, interests, and processes for achieving "group" goals. During the workshop, you have the opportunity to apply the tools learned.

YOUR BENEFITS

You will learn to:

- Facilitate meetings and groups
- Use skills during the workshop
- Help groups become more effective in their desired outcome

WORKSHOP TOPICS:

Understand your role as a facilitator

Get sessions started

Learn about facilitation tools

Understand group dynamics

Close the session

TARGET AUDIENCE: Managers and supervisors

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement

Fundamentals of Budgeting

This workshop provides basic information on budgeting and the budgeting cycle for managers, supervisors, and staff. Both an online class and a classroom version of this class are available, and you may decide which one you would rather take. **The on-line version is open to any state employee.**

YOUR BENEFITS

You will be able to:

- Define and identify components of the basic budgetary and financial management process
- Actively participate within Kentucky's biennial budget cycle and budget development process
- Value the importance of performance indicator

WORKSHOP TOPICS:

Definition
Funding sources
Why budget?
Agency view
Executive branch
Final budget memo
Performance indicators

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day or Online

CONTACT HOURS: 6.50

CPM: Requirement

Interactive Communication

This workshop equips participants with skills and knowledge to interact effectively person-to-person.

YOUR BENEFITS

You will be able to:

- Diagnose communication styles.
- Adapt communication styles to meet the needs of any situation.
- Develop strategies for overcoming barriers to interactive communication.
- Recognize and use non-verbal cues to strengthen communication.
- Apply key learning points on the job in a structured project.

WORKSHOP TOPICS:

Your priorities for improving communication

Interactive communication

Communication style inventory

Listening is good business

Communication barriers

Constructive feedback

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement (Test Required)

Introduction to Leadership

This workshop helps managers with more than one-year experience develop fundamental leadership skills. Managers will learn to apply the principles of Situational Leadership II and be able to identify the benefits and procedures of effective delegation.

YOUR BENEFITS

You will be able to:

- Understand the theory and language of situational leadership
- Distinguish the four leadership styles
- Detect employee development level on a particular task at a particular time
- Choose leadership style based on employee development level
- Understand the six steps of delegation
- Identify tasks appropriate for delegation
- Develop a delegation plan

WORKSHOP TOPICS:

Leadership Assumptions: Assess your leadership assumptions to see if there is a discrepancy between what you say and what you do as a manager.

Historical Perspective and Changing Roles of the Manager: Explore two major theories in the history of management and learn what modern management theory borrows from them.

Situational Leadership: Learn the model and be able to direct appropriate action depending on the situation and development level of your employees

Delegation: Learn how to effectively delegate tasks and identify appropriate tasks to be delegated

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement (Test required)

Introduction to Process Improvement

This workshop focuses on business processes within an organization. A business process is defined as a set of recurring activities or steps that changes materials or information from one form to another in order to produce something of value for a customer. The workshop concentrates on major principles of "customer focus" - responding to both internal and external needs; "systems focus" - understanding how improvements in one part of a system or process affects other parts; "valuing people" - understanding that process improvement efforts focus on constant and rigorous improvement of systems and processes, not on blaming people; "fact-based decision making" - the need to make decisions based on data rather than hunches and to find root causes of problems rather than react to symptoms; and "planned change" - making effective change requires a well developed plan, approach, and supportive leadership. These concepts are illustrated throughout the workshop.

YOUR BENEFITS

You will learn to:

- Develop a "process" orientation to work
- Understand the key principles and components to effective process improvement
- Use process improvement tools for application to work-related processes

WORKSHOP TOPICS:

Nature of processes

Keys to successful process improvement

Process improvement foundation principles

Process improvement tools

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for managing projects or systems

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement

Leadership II

This workshop looks more deeply into leadership styles and skills. You use this information to develop your self, empowering others, and managing resources. Leadership II is a chance to practice assessing the developmental style of people and to use the correct leadership style from Situational Leadership. Participants will review Lawler and Deming points, practice decision making using a case study, goal setting, employee empowerment, group dynamics, and communication skills.

YOUR BENEFITS

You will be able to:

- Identify your strongest leadership abilities through self-assessment and feedback from your employees
- Understand and experience team formation
- Experience and contrast the effectiveness of individual and group decision making
- Expand the arena of your Johari Window and develop greater openness and trust among employees
- Empower yourself and your employees to increase productivity and commitment
- Develop goals for your organization and for each employee and give feedback to your employees on achieving these goals

WORKSHOP TOPICS:

Principles of Involvement: Receive a brief background of management theory, leading up to the Employee Involvement and Quality theories that are prevalent today.

Effective Interpersonal Communication: Identify the elements of good and poor communication for managers by playing a communication game. The Johari Window is presented to illustrate the relationship between giving and getting feedback and its effect on your workplace climate. Discuss methods for creating a more open, trustful climate. The Decision Dilemma: A historic overview of decision-making theories are presented and contrasted with one another. Discuss the benefits and barriers of group decision-making.

Empowering Self and Others: Gain an understanding of team and leader empowerment, why it is important, what conditions are necessary for it to exist, and how to make it work.

Management Challenge: This is a challenge to use the managerial skills you learn in this workshop.

Manager Behavior Inventory: Assess your leadership skills according to how you feel your employees perceive you

TARGET AUDIENCE: Managers/Supervisors who have completed Introduction to Leadership

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

CPM: Requirement (Test required) (This class is a prerequisite to Leadership III.)

Leadership III

Leadership is an observable, learnable set of practices. It is not something mystical and ethereal that cannot be understood by ordinary people. Given the opportunity for feedback and practice, those with the desire and persistence to lead can substantially improve their abilities to do so. This workshop is based on the book, *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*, by James Kouzes and Barry Posner. You gain an understanding of the five exemplary leadership practices identified by the book and receive feedback from your coworkers on your own strengths and areas for improvement in each of the five practices. **You must complete the Practices Inventory (PDF) before you attend this workshop.**

YOUR BENEFITS

You will be able to:

- Identify your strongest leadership practices through self-assessment and feedback from your employees
- Understand the challenges of managing innovation, risk, and change
- Discover the power of organizational vision
- Become aware of Kentucky's ethics law and other selected references
- Learn the stages of team development and strategies for leading each stage
- Learn to acknowledge and respect the unique values, expectations, and needs of individuals from various cultures
- Develop innovative ways to recognize achievements and celebrate organizational accomplishment

WORKSHOP TOPICS:

Introduction to the Five Leadership Practices: Compare your own "personal best" leadership experiences with the qualities and behaviors of successful leaders. Be introduced to the five practices of exemplary leaders, and complete the Leadership Practices Inventory self-assessment to help you discover to what extent you have adopted these practices.

Challenging the Process: Leaders are pioneers -- people who seek out new opportunities and change the status quo. They innovate, experiment, and explore ways to improve the organization. Discuss the video "Managing People through Change" and develop ways to improve your ability to manage others through innovation, risk, and change.

Inspiring a Shared Vision: Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract followers through their genuineness and skillful communications. View the video "Discovering the Future: The Power of Vision," and learn strategies for developing and communicating your own vision for your organization.

Modeling the Way: Leaders are clear about their business values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. This segment focuses on ethical behavior in the workplace. View "The Case of the Willful Whistleblower" and review key documents relating to ethics in state government.

Enabling Others: Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning by giving them discretion to make their own decisions. The first part of this segment deals with leadership and team development, applying the concepts of Situational Leadership learned in Leadership I and II. In the second half, work to understand the challenges of managing a culturally diverse workforce and learn guidelines for managing diversity.

Encouraging the Heart: Leaders express pride in the team's accomplishments, letting people know that their efforts are appreciated. Leaders also find ways to celebrate achievements. They nurture a team spirit that enables people to sustain continued efforts. In the closing segment of the workshop, learn guidelines for recognizing achievements and celebrating accomplishments. In addition, develop an action plan for improving your own leadership practices.

TARGET AUDIENCE: Experienced managers/supervisors who have completed Introduction to Leadership and Leadership II

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

CPM: Requirement (Test required) (Leadership II is a prerequisite to this class.)

Leading/Coaching High Performing Teams

Achieving teamwork and cooperation is a must for organizations. This involves human resource skills --recognizing and utilizing the personal attributes of each individual and his or her role on the team. This workshop brings together coworkers to learn ways to enhance team effort, evaluate your organization, and develop plans for improvement.

YOUR BENEFITS

You will be able to:

- Capitalize on your strengths and those of your team members
- Learn the powerful effects of synergy
- Reduce team competition and increase team collaboration

WORKSHOP TOPICS:

Learn to appreciate personal strengths of the individual team member

Teams need to get along within organizations

Effective teams and their strategies

Strategies for building your unit into a more effective team

TARGET AUDIENCE: Managers/supervisors and intact work teams

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (Test required)

Managing Human Resource Systems

When you manage state employees, it is essential to understand the many rules and laws of the merit system. This training helps you better understand state government as a human resource system.

In an effort to present MHRS in the most effective way, MHRS is a blended workshop. There are two components: the online portion and one day in the classroom. In the online portion, participants learn about the merit system and its history, the laws and regulations that govern the main personnel system for state employees, the importance of positive coaching, and the progressive discipline process. The day in the classroom is spent listening to and sharing with speakers about KY Employee Assistance Program (KEAP), KY Employee Mediation Program, executive branch ethics and other personnel issues.

The online portion MUST be completed before the day in the classroom is scheduled. Anyone unable to complete the online component is canceled from the class and allowed to complete it at another date. The online portion takes approximately 5 hours to complete. You have a two-month period in which to complete the online portion. Upon completion of the online portion, you are scheduled for the classroom component. Upon completion of the classroom component, you receive a certificate.

YOUR BENEFITS

You will understand the:

- Purposes and history of the merit system
- Laws and regulations and how to work within their boundaries
- Components of successful employee orientations
- Factors to help prevent disciplinary actions
- Process for implementing disciplinary actions

WORKSHOP TOPICS:

The Merit System? - Learn what it is and its history.

New Employee Orientation - Learn why it is important and the information to be shared.

Preventive Measures- Find out what managers can do to stay away from the disciplinary process by understanding Positive and Progressive Coaching techniques.

Progressive Discipline - Research laws and regulations to understand the progressive discipline process.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: Online Component and One-Day Class

CONTACT HOURS: 13.00

CMF: Requirement

Managing Organizational Change

Successfully managing change requires an understanding of the change process and its effect on people. This workshop helps managers effectively deal with both the human and organizational sides of change. Through group discussions, video examples and application exercises, managers will learn how to successfully implement an organizational change from the initial announcement through completion.

YOUR BENEFITS

You are able to:

- Identify and manage steps in the change process
- Help people in your organization move through the stages of transition
- Learn a set of tools that you can use to successfully implement each stage of the change process

WORKSHOP TOPICS:

Changes in today's workplace

The Change Process Model

Managing people through change

Techniques for successful change implementation

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (Test required)

Performance Management

This workshop helps you learn to participate in successful performance evaluations by developing/recognizing performance goals that meet SMART criteria and using appropriate coaching techniques.

Performance Management (PFMG) is a blended workshop. That is, there are two components: the online portion followed by one day in the classroom. In the online portion, participants increase their knowledge in three key areas: planning, coaching, and evaluating. The day in the classroom is spent participating in activities that allow you to increase your skills in these areas. Blending these services ensures that not only is knowledge obtained but that skills are developed.

The online portion must be completed before the day in the classroom is scheduled. Anyone who is unable to complete the online component is canceled from the class and allowed to complete it at a later date.

The online portion takes approximately 5 hours to complete. You have a two month period in which to complete the online portion. Upon completion of the online portion, you are scheduled for the classroom component. Upon completion of the classroom component, you receive a certificate.

You must bring pages one and two of your annual evaluation form to the classroom portion. If you are a manager, you may bring your form, or one for an employee you supervise.

YOUR BENEFITS

You will be able to:

- Develop performance goals using SMART criteria 100% of the time
- Explain the Performance Management model when appropriate
- Use appropriate coaching techniques as needed
- Conduct successful coaching meetings
- Conduct “no surprises” evaluation meetings

WORKSHOP TOPICS:

The Performance Management Process - Learn why you should use it.
Planning and Defining - Learn why this step is important and how to develop expectations using SMART criteria.

Coaching - Find out how to use Analytical and Facilitation tools to help coach employees to superior performance.

Evaluation - Find out if you are a counselor or judge. Learn about rating errors and how to stay away from them.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: Online Component and One-Day Class

CONTACT HOURS: 13.00

CMF: Requirement (Test required)

Project Management

Projects are a way of life, in both technical and nontechnical disciplines. Examples include management of human resources, finance, procurement of equipment, and implementation of strategic plans. This workshop offers practical advice along with a step-by-step approach for better managing projects. These tested, "in-the-trenches" techniques will help make the complex discipline of project management easier to understand and master.

If you struggle with managing the unmanageable, this workshop is for you. The workbook for this workshop serves as a practical "job aid" or reference tool for just about any project you undertake. It includes a complete appendix with stories, examples, and project management techniques to help you control initiatives that seem to be uncontrollable.

YOUR BENEFITS

You will be able to:

- Learn numerous "hands-on" exercises to practice skills
- Valuable workbook to guide you through future projects
- Practical, down-to-earth tools and techniques

WORKSHOP TOPICS:

Triple constraints

The foundation of project management

The project management lifecycle

Initiate a project: assess needs, identify stakeholders, develop goals, determine roles and responsibilities, develop a communication plan, and build a business case.

Plan a project: work breakdown structures, project specifications, calculating time and costs, Gantt charts, network diagrams, and risk analysis

Execute a project: monitor the triple constraints and control the project

Close out a project: audit the project, transfer ownership, assess lessons learned, celebrate and say "thanks"

TARGET AUDIENCE: All employees responsible for coordinating/ implementing projects

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement

Structured Behavioral Interviewing

As an employer, do you remember your last job interview? Was it effective? Did you wish for a second opportunity to choose a better candidate? While decisions are based on the interview, key questions may be overlooked. This workshop helps those responsible for interviewing learn techniques that make the selection process a more positive and productive experience. Emphasis is placed on development of specific job-related interview questions based on the interviewee's past performance and behavior. You need to bring a sample job description to help in developing interview questions when you attend this workshop.

YOUR BENEFITS

You will be able to:

- Predict a potential employee's future behavior through asking past behavioral interview questions
- Become a more effective interviewer
- Reduce turnover by choosing the right person for the job

WORKSHOP TOPICS:

Principles of behavioral interviewing

Identifying key competencies

Identifying dimensions related to the job

Understanding behavioral vs. theoretical questions

Using an interview guide

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for interviewing candidates for job positions

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (Test required)

Tools for Problem Solving

This workshop helps you with defining what a problem is and the kinds of problems faced in the workplace today. Participants learn how to develop a problem statement, to collect data, to organize information in a Fishbone diagram, and to determine what kind of data they need for solving problems in the workplace.

YOUR BENEFITS

You will be able to:

- Use problem-solving tools correctly and be familiar with the accepted terminology.
- Practice using problem-solving tools, and knowing what kind of information you can gain with each tool.
- Set up the process for a case study problem.

WORKSHOP TOPICS:

Creativity - How does it help in the problem solving process?

What is a problem? - How do you determine there is a problem? What kind of a problem is it? What do you need to know and do?

Development of the problem statement - What is a good problem statement? What needs to be in a problem statement and how to write one.

Difference in facts and inference - Activities that help see the difference and practice.

Looking at tools for gathering and using data - There are many tools, and this workshop explores some of the possible tools used currently to solve problems.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement

Train the Trainer

This workshop takes you through an extensive program that teaches basic skills needed to be an effective trainer using learning styles, training styles, and training design. You receive individual consultation from our trainers to ask specific questions about problems you anticipate as trainers. You are videotaped and receive feedback on your performance. Everyone presents a short (15 minute) training segment on the third day.

You need a topic for training and a blank videotape if you would like to keep a copy of your training event.

YOUR BENEFITS

You will be able to:

- Learn methods to enhance any training experience
- Practice in a nonthreatening environment and receive immediate, positive feedback
- Develop and deliver quality training programs

WORKSHOP TOPICS:

Qualities of effective trainers

The learning style inventory

Training styles

Training techniques

Training design

Tips for trainers

TARGET AUDIENCE: Trainers or potential trainers

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

Elective

Working Through Change

Change is constant and inevitable — it's one of the few things in life we can count on. We can also count on the fact that, whether change is organization-wide or specific to individual departments or employees, everyone has a reaction to it. The organizations we work for demand that we both adopt and adapt to change. The more we know about the process of change, the better equipped we are to take steps towards the acceptance of change and adapt to it effectively in our work and our lives. This workshop helps you develop the skills to become more resilient in the face of constant change.

YOUR BENEFITS

You will be able to:

- Understand the fundamentals of the change process
- Identify four basic reactions to change
- Develop an action plan for dealing with the changes in your work and life

WORKSHOP TOPICS:

The changing nature of change

Dealing with transitions – mastering the Change Curve

“Who Moved My Cheese” - video

Develop skills and strategies for dealing with change

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement

Workplace Violence

Incidents of workplace violence have become so common that only the most shocking now make national news. Yet most supervisors still deny the possibility that such a catastrophe could occur in their own workplace or, worse yet, could be caused by one of their employees. They want to believe, "It can't happen here." Hopefully, it won't. But behind the sensational headlines, a very real, day-to-day trend of workplace threats, aggression, and assaults has grown to epidemic proportions. Contrary to common misconceptions, fatalities are NOT involved in most cases. But, even incidents without assaults or physical injuries can devastate the sense of personal security people once felt at their place of work. This workshop is designed to make you more aware of the issues related to workplace violence and to give you some tools to help recognize, defuse, and prevent it. You learn common causes of violent and aggressive behavior, the destructive results that even mild forms of aggression can create, and the warning signs of those who might pose a risk to a safe, secure workplace.

YOUR BENEFITS

You will be able to:

- Learn 5 keys to reducing the possibility of violence
- Become aware of your legal rights and responsibilities as it pertains to violence
- Recognize the warning signs; how and when to report potential problems

WORKSHOP TOPICS:

Become aware of the warning signs and typical profile of a potential offender

Intervene in an appropriate manner within legal guidelines

Respond to a violent crisis quickly and calmly

Recommend methods of coping after the crisis to ensure stabilization of the workforce

TARGET AUDIENCE: All employees

PROGRAM LENGTH: ½ day

CONTACT HOURS: 3.50

Elective